

C-O-N-F-I-D-E-N-T-I-A-L

Approved For Release 2001/09/04 : CIA-RDP83-00531R000100080002-0

OC-M78-714
25 September 1978

MEMORANDUM FOR: OC Executive Board Members

FROM: [REDACTED]
Director of Communications

SUBJECT: Agenda for OC Executive Board -
October 1978 (U)

(C) The OC Executive Board is scheduled to meet
3 October 1978 (Tuesday) at 0900 hours in the D/CO
Conference Room. The agenda items will be as follows:

1. Uniform Promotion Schedule - To be presented
[REDACTED]
2. Developing Middle Managers for the 1980's -
Presentation [REDACTED]
3. Evaluation of EEO Performance on Fitness
Reports (Refer to DDA 78-2667/I & Attachment -
Copy forwarded herewith.)

25X1A

Att.
As Stated

Distribution:

- 1 - D/CO w/att.
- 1 - DD/CO w/att.
- 1 - AC/OC-END w/att.
- 1 - C/OC [REDACTED] w/att.
- 1 - AC/OC-ED w/att.
- 1 - C/OC-HRD w/att.
- 1 - AC/OC-CSD w/att.
- 1 - C/OC-SSD w/att.
- 1 - C/OC-P&B w/att.

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DD/A 78-2667/1

15 September 1978

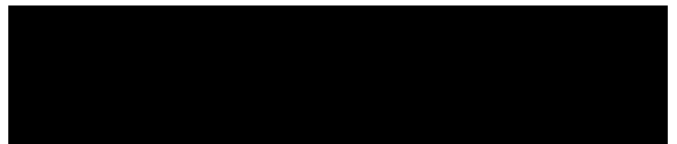
MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Assistant for Information
Chief, Information and Privacy Staff
Chief, Information Systems Analysis Staff

FROM : [REDACTED] 25X1A
Career Management Officer, DDA

SUBJECT : Evaluation of EEO Performance (U)

(U) Attached is a memorandum from the Deputy Director of Central Intelligence which requires that the Fitness Reports for all supervisors and managers include as a specific duty their EEO responsibility. Please disseminate this requirement along with the specific responsibilities and suggested definitions for measuring EEO performance to all affected employees within your Office. As stated in the DDCI's memorandum, this new procedure is effective immediately.

25X1A



Attachment

5 July 1978

DD/A Registry

78-2667

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, E Career Service

FROM : Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT : Evaluation of EEO Performance

25X1A

1. It has come to my attention that many supervisors are not routinely evaluated on their performance in the area of equal employment opportunity as required by Headquarters Regulation (3)(d). Supervisory and managerial commitment to the EEO policy, objectives and programs of the Agency is essential, and, to ensure this commitment, there must be a procedure for accountability.

2. Effectively immediately, therefore, the EEO responsibility of all supervisors and managers will be stated as a specific duty in Section C of Form 45 and given a letter rating. The rated officer's performance related to this duty will also be characterized in the narrative portion of the Fitness Report. The procedure will be adapted accordingly if a memorandum is submitted in lieu of Form 45.

3. To assist you in implementing this procedure and to preclude its becoming a pro forma exercise, a list of specific responsibilities that should be considered during EEO performance evaluation and suggested definitions for overall EEO performance levels are contained in Attachment.

25X1A

Frank C. Carlucci

Attachment

Specific responsibilities and actions which should be assessed include the supervisor's commitment to:

- a. Keep superiors informed of needs related to the provision of fair and equal opportunity.
- b. Keep subordinates informed on all matters that have EEO implications (upward mobility, training opportunities, vacancy announcements, EEO action plans, etc.).
- c. Include equity and affirmative action as integral considerations in day-to-day personnel management and decision-making.
- d. Participate in a positive manner in resolving EEO complaints with the prime concern a fair solution for both the employee and the Agency.
- e. Consider all subordinates as individuals rather than stereotypes. Make an effort to understand sex and cultural differences. Eliminate practices which give personal offense to or result in adverse impact on employees of one sex, race, color, ethnic, religious or age group.
- f. Initiate and support efforts to find qualified minority and women applicants.
- g. Provide equitable formal and on-the-job training opportunities for all employees, devoting particular attention to non-discriminatory selection procedures.
- h. Seek opportunities to identify target positions or restructure jobs both to meet the needs of the unit and to implement Upward Mobility.
- i. Identify employees with underutilized skills for possible placement in positions where their skills can be more effectively used to the benefit of the Agency and the employee.
- j. Seek opportunities to employ effectively the handicapped.

For managers, additional responsibilities to be assessed include effectiveness and commitment to:

- a. Individually endorse and energetically support DCI and DDCI policy on equal employment opportunity and require

endorsement and support from subordinate supervisors. Keep subordinates advised of component goals and requirements in affirmative action.

- b. Ensure that adequate resources are allocated to support EEO program requirements.
- c. Take an active role in the development and implementation of the CIA EEO Plan. Participate in and direct EEO program improvement.
- d. Assure that concern for EEO is an integral part of each subordinate supervisor's job and that performance in this area is evaluated effectively.
- e. Ensure that selection criteria for the hiring, promotion, assignment, training, etc., of all employees is applied without regard to sex, race, color, ethnic group, religion or age.

Overall managerial EEO performance-levels may be defined as:

- a. Outstanding - Demonstrably exceeded all EEO requirements to a degree worthy of commendation. Personal initiatives resulted in specific achievements.
- b. Proficient - Fulfilled general and specific EEO requirements and affirmative action objectives.
- c. Unsatisfactory - Demonstrably failed to fulfill general or specific EEO requirements. Examples: disregarded principles of equity in supervisory practices or actions; conveyed to subordinates a negative or nonsupportive attitude toward equity and equal opportunity; failed to make reasonable efforts to meet affirmative action objectives established for the period under review.

☐ UNCLASSIFIED

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from to whom. Draw a line across column after each comment)

1.

D/co

19 SEP 1978

21 SEP 1978

2.

3.

DD/co

21 SEP 1978

21 SEP 1978

4.

5.

HRD

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FORM 3-62

610

USE PREVIOUS EDITIONS

☐

SECRET

☐

CONFIDENTIAL

☐

INTERNAL

OC-M78-498
6 July 1978

MEMORANDUM FOR: Chief, Career Management & Training
Division, OC

STATINTL FROM : [REDACTED]
Director of Communications
SUBJECT : Equality of Opportunity

1. This Office has made steady, if undramatic, progress in improving our posture with regard to the provision of equal employment opportunities. Notwithstanding this, we seem to reach a point in the progress of individuals of minority membership wherein their aspirations are not satisfied by the opportunities which they perceive as being offered within the Office. Informal comments from some of our minority employees have suggested that there may be an unconscious bias introduced into the competitive evaluation process. I am fully satisfied that there are no instances of deliberate or conscious biases expressed in the evaluation process. Although I believe it to be highly unlikely, there is always a remote possibility that cultural characteristics may cause subtle and unconscious bias to occur.

2. One way of effectively causing the individual to take notice of his own inherent shortcomings in this regard is to effectively enforce the provisions of DDA Administrative Notice No. 77-8 with regard to the evaluation of each individual on his effectiveness in complying with the provisions of the Equal Employment Opportunity Act. My own observation of Fitness Reports indicates that we are paying, at the very best, lip service to this requirement. Would you please establish a procedure which will effectively rate personnel in this regard, and establish a procedure for monitoring compliance.

3. This new vigorous attitude should be adopted and become effective no later than 1 October 1978.

STATINTL

Distribution:

STATINTL Orig. - Addressee
1 - DD/CO Chrono

STATINTL DD/CO [REDACTED] 9/04 : CIA-RDP83-00531R000100080002-0
D/CO/V [REDACTED]

A HUMAN RESOURCES DEVELOPMENT
PLAN FOR THE TECHNOLOGIES
OF THE 1980's

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A HUMAN RESOURCES DEVELOPMENT
PLAN FOR THE TECHNOLOGIES
OF THE 1980's

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PREFACE

In a competitive society such as ours, everyone must realize their limitations and make the most of their assets. In the Office of Communications some aspire to become senior managers while others desire only to become the best in their job specialty. Not everyone reaches their career goal, but everyone would like to know that there is a career track available to enable them to pursue their career ambitions. The purpose of this paper is to present a plan whereby separate career tracks are available for all Office of Communications personnel, while at the same time, provide the office with a cadre of personnel possessing the skills necessary to effectively manage and operate within a system employing technologies of the 1980's and beyond.

OBJECTIVE:

Design a plan to develop an effective, dynamic and personnel responsive cadre of middle managers capable of operating with the technologies of the 1980's and beyond.

I. BACKGROUND

A. Automation and data transmission over wideband circuits are key considerations for skills development of communications personnel in the 1980's. Other factors which must be considered include modular/board level maintenance, use of complex digital systems, sophisticated diagnostic testing systems, growing data transmission requirements from our customers such as CRAFT, automated operating procedures, generally reduced maintenance requirements, reduced Morse requirements, and increased use of micro and mini processors.

B. The ever present need to reduce U.S. presence overseas along with increasing traffic workloads will cause OC to replace or assist many of its communicators with machines. These machines will be in the form of automated and complex digital electronic systems. To operate and maintain these systems, our telecommunications specialists will need greater technical expertise with broader operational skills and training in the management of these new systems. Middle managers in all facets of communications will require an in-depth understanding of both the technical and operational aspects of these systems and greater sensitivity to the personnel management process. This in turn will result in a definite need in the 1980's for a select cadre of technical communicators labeled Systems Managers. In this plan the Systems Managers will receive special training and assignments to enable them to operate, program, troubleshoot, and manage these complex automated communications systems. This new specialty will provide a new career track for communications personnel with the aptitude and interest to become effective middle managers. All OC personnel will be eligible following evaluation, testing and administrative qualifications, to participate and progress through this carefully planned and regimented training and development program.

C. The skills and knowledge required by a Systems Manager include the following:

1. A good background in OC operational skills
2. The ability to write, enter and interpret basic diagnostic and operational programs
3. A solid digital background
4. Strong math skills
5. The ability to maintain automated digital communications systems to the board level

6. Skilled in Equipment Systems Management
7. Skilled in overall station management
8. Skilled in personnel management
9. Well versed in Data transmission parameters
10. Well versed on TEMPEST hazards and communications security
11. Well versed on the overall OC communications network
12. Well versed on our relations with State and other government agencies

These skills and the required knowledge will be obtained by a combination of on-the-job training, formal training and selected assignments.

II. PROGRAM DESCRIPTION

A. The three basic communications personnel panels (N, D, and E) will be combined and former members of these panels designated as Telecommunications Specialists. This will require some modification of our BYCELS/CCEL system which will be addressed later. Each Telecommunications Specialist (TCS) designator will be followed by a specialty designator either D, N, E, or SM. Thus TCS personnel will either be designated as TCS/Operator (TCS/D), TCS/Technician (TCS/N), TCS/Engineer (TCS/E), or TCS/Systems Manager (TCS/SM).

B. Most of the positions to be filled by Systems Managers will be operational/technical in nature and therefore, it will be necessary for members from Panels A, I, F, R, and W to participate in some form of preliminary training or possess the equivalent knowledge of one of the operational, technical, or engineering specialties. Panel S will be addressed later in this paper (see Par III A). To transfer to and work in one of the basic technical specialties, TCS/N (technician) or TCS/E (engineer), they must meet the panel's hiring criteria, and basic grade structure requirements.

C. The following explanation is keyed to Appendix A, (Page 12). The lower half of Appendix A depicts the Panels that presently make up the Office of Communications with

the new Systems Manager specialty at the top along with Panel S. It also indicates the career progression through the basic job specialties and to that of Systems Manager.

D. An additional block is added to each specialty at the GS-14, Panel O level. Personnel in Panel O positions at the GS-14 level, in many cases, still require specialized skills and knowledge. A majority of the Panel O GS-14 positions will be filled with personnel with a Systems Manager background. However, for the next decade or so there will still be a need for the basic job specialties through the GS-14 level and present career progression in the basic specialties should not be hindered.

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E. With equipment systems of the future becoming increasingly more complex and requiring a higher degree of technical knowledge to operate and maintain, new recruits for both [redacted] technical and operational training should have a strong technical education. Future recruitment efforts will concentrate on candidates with a minimum of an AAS Degree in Electronic Technology or Computer Science. Many of the technicians and operators hired today will be with OC at the turn of the century when our technology is advanced beyond what can be predicted at this time. A new recruiting program will begin immediately to hire personnel with an educational background which will enable them to cope with this advancing technology. EOD recruits with an Associate in Applied Science degree will be given basic operator or technician training [redacted] according to his/her desires and the needs of the service. Following basic training, they will be assigned as an operator or technician according to the type of training completed. They will continue to be given routine assignments and consequently gain a wealth of experience in their basic specialty. At the GS-10 or 11 level they will have an opportunity to decide whether to pursue a career track as a Systems Manager or remain in their basic specialty. EOD engineers with BSEE degrees will be given an EOD Engineer OC Equipment Familiarization course [redacted] and assigned to the OC-E staff. Because of the additional formal training and OJT assignments, an engineer who chooses a career track as a Systems Manager may not progress as quickly to the GS-14 level as the engineer who chooses to remain in his chosen career field. However, this will be offset by their higher potential for senior management positions at the GS-14 and above levels after progressing through the Systems Manager track. In addition, the engineer will be able to choose whether he wishes to primarily remain in the engineering field or actively participate in a broader managerial program.

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F. Not all technicians, operators or engineers would make effective Systems Managers. Many would not be able to assimilate the rigorous OJT and formal training program. Others could not readily be developed and trained to become effective managers. Therefore, aptitude testing and an assessment center is necessary, not only to enlist the most qualified in the program but also to serve as a valve to regulate the number of candidates according to position availability. The aptitude testing and assessment center would measure:

1. The potential for successful completion of training in related disciplines
2. Overall managerial effectiveness
3. Decision making
4. Judgment
5. Ability to handle personnel

G. Failure in any of the Phase I courses would result in the candidate returning to his basic specialty. Those successfully completing Phase I training (see Appendix C) will be assigned to a two-year tour of duty in a selected OJT position. Candidates for the Systems Manager career track will sign a contract to stay on board for at least two years after completion of Phase I training. All SM candidates must reaffirm their willingness and ability to be assigned overseas.

H. OJT tours would be selected on a case-by-case basis, but typically technicians will be assigned to a field station and work as operators. Engineers will also be assigned to a field station or to a staff operations officer position. For an engineer assigned to a staff operations position it would be advisable for him to first complete a minimum TDY assignment to a field station as an operator in order to gain hands-on experience. Operators will be assigned a tour-of-duty as a technician to gain experience working on digital equipment. The latter may include the [REDACTED]

[REDACTED] It should be noted at this time that the technical training program for operator personnel is aimed at Digital and systems maintenance to the board level. Their basic SM technical training covers only AC and DC electronics with additional digital equipment courses. As Systems Managers in the 1980's they will primarily be concerned with digital equipment and board level maintenance. If we were to completely train an operator in RF and analog equipment and/or perform maintenance to the component level, it would make this training program

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impractical. OJT training evaluations will be required for all Systems Managers from the station or component to which they are assigned every six months.

I. Following their "apprenticeship" tour of duty, the candidates will be given Phase II training to assist in the development of their managerial skills. This phase will consist of selected presently-available courses covering an eight-week period. Other developmental and managerial courses will be included as they become available. A sample of the courses include the following:

1. Problem Analysis and Decision Making, OTR, 1 week
2. Information Science for Managers I, OTR, 1 week
3. Models for Management, Contract, 1 week
4. OC Middle Management Seminar, OC, 1 week
5. Field Station Management, OPS-105, [REDACTED] 2 weeks STATINTL
6. Creative Management, OTR, 2 weeks

J. Upon completion of Phase II training, the SM candidate will be certified as a Telecommunications Specialist/Systems Manager (TCS/SM) and will be eligible for assignment to one of the identified positions as a Systems Manager according to their present grade level.

III. ADVANTAGES

A. There are two major spin-offs from this program. First of all, the TCS/SM specialty will be an excellent source for COMSEC officers. An effective COMSEC officer should have expertise in both the operational and technical fields. Systems Managers at the GS-11, 12, and 13 levels with additional COMSEC training will be detailed to fill vacated Panel S slots due to retirements, resignations, or promotions.

B. Secondly, as mentioned earlier, Systems Managers would be the preferred source for Panel O management progression. At the GS-13 level, Systems Managers will have the necessary broad OC expertise and experience in the technical, operational and managerial fields which is necessary for Panel O.

C. Additional spin-offs include the following:

1. Additional overseas opportunities for engineers, technicians, and other OC Panel members. OC-HRD

would have more candidates available for overseas assignments.

2. Additional CONUS assignments for operators.
3. More efficient use of communicators' time.
4. The Straw Man¹ proposal could become a reality since TDY technicians support would be minimal to a station with a Systems Manager.
5. A closer working relationship would develop between operators, technicians and engineers.
6. Better technical support to the COS. They would be able to provide technical and operational assistance for CRAFT and provide meaningful input for clandestine and staff equipment installation surveys. *How/Why*
7. More efficient use of Staff Officers in the overseas communications areas. If an Operations Officer for an area was a Systems Manager (with a technical background) he/she could also fill the shoes of the Area Engineer. If the Senior Area Technician position was filled by a Systems Manager, he/she would have a better appreciation for the Field Station Operators' problems.
8. More efficient use of Staff Officers assigned to Headquarters staffs. As an example, in OC-E there may not be a need to have both an Operations Officer and Engineer working on the same equipment project. One Systems Manager (preferably with an engineering background) could fill both positions. *STATINTL*
9. More effective use of Staff Officers [REDACTED] Many of the jobs in the Engineering Staff could be combined with jobs in the Operations Branch and filled with Systems Managers.

¹A proposal to return area technicians to the CONUS and to perform installation and maintenance of field stations with TDY technicians.

10. There may not be a need for both an operations officer and a technician to travel to the same station for a renovation survey or unique communications problem, thereby saving travel funds.
11. More effective OSG support. May be able to send one Systems Manager in place of an operator and a technician.
12. Greater communications dependability during crisis situations such as [REDACTED] when outside STATINTL technical assistance is not available.
13. Strategically located Systems Managers throughout the world will provide technical and operational assistance to neighboring stations in time of crisis or trouble.
14. Acceleration of the career progression of high potential engineers, technicians and operators.
15. Provide a clear-cut system of career management for all specialties.
16. Provide everyone in the Office of Communications the opportunity to pursue their career ambitions.
17. Continue our longevity of professionalism into the next era.
18. More effective liaison with upper management and the NCS.

IV. PROGRAM IMPLEMENTATION

A. The GS-10 or 11 level will be the preferred source for most of our SM candidates, however, OC management should strive to identify promising high potential officers early in their career and publicize the advantages of pursuing the SM career track. It is desirable for high potential officers to acquire the Systems Manager specialty early in their career to enable them to obtain as much managerial experience as possible before being considered for Panel O. The current BYCELS system will be used to evaluate each specialty separately. The weights will change for the SM specialty only, with increased emphasis on managerial skills. All SM's and SM candidates will be evaluated together regardless of basic skill specialty. An SM candidate will be eligible for evaluation with other SM's following completion of Phase I training.

B. To expedite the development of an initial cadre of Systems Managers, the first candidates will be those who already have dual specialties. This includes operators with a strong technical background and technicians and engineers with previous operating experience. This will mean that Systems Managers will be available within months of program implementation. At the initiation of this program an OC notice will be published informing all OC personnel of the procedures to apply for entry into the Systems Manager career track. Basically this procedure includes submission of a CSA requesting to be considered for the Systems Manager development program. The number of personnel applying at any one time will be controlled so as not to overload our aptitude testing and assessment center screening capabilities and available SM positions. Therefore, when an excessive number of applicants apply in a given time period, the OC-HRD assignment panel will assign a higher priority to those who they believe will have the greatest potential as a Systems Manager. Assignments to the TCS/SM program will be on a priority basis. CCEL standing, past assignments and experience, career goals, educational background, and availability will be contributing factors. At the beginning of this program, our recruiting requisition for Panel D operators will be changed to indicate a preference for an AAS degree in Electronic Technology or Computer Science as a minimum requirement.

C. If at any time in the TCS/SM career track the candidate fails to meet the established criteria, the candidate will be reassigned to his/her basic specialty. The OC career subgroup will serve as a review and appeal board for candidates who feel they were treated unfairly.

V. SUMMARY

A. There is training experience at [REDACTED] to indicate that the proposed training program will work. In the past we have taken ex-CT/C's and CT/R's with minimal formal technical training and trained them to be successful electronic technicians and automation specialists. Panel T personnel have successfully completed Data, Basic Logic, Teletype, and electronic equipment maintenance courses at [REDACTED]. Panel N technicians have performed operator duties at the entry terminal [REDACTED] and filled in for operators at both field and base stations overseas. Automation and board level maintenance should make the transition even more workable.

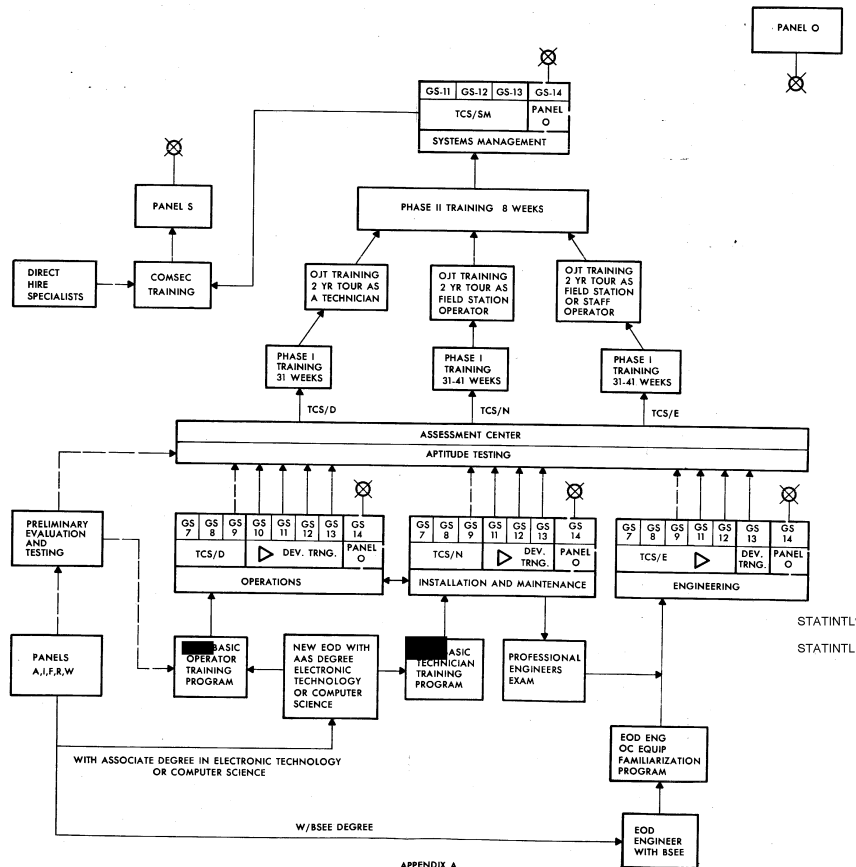
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B. All indications are that this is a viable program to enable high potential OC personnel to progress into another related career field and provide OC with an additional

specialist area in preparation for the 1980's. It is a program which can begin immediately and expand as the requirements of the 1980's become more clear. Once a candidate is identified as a Systems Manager, there are further ongoing training programs not included here, which can be implemented to further develop the middle manager of the future.



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PHASE I TRAINING

	<u>COURSE</u>	<u>WEEKS</u>
PANEL D MEMBERS	AC & DC Electronics	9
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	<u>6</u>
	TOTAL	31
PANEL E MEMBERS	Basic Operations Course (OPS-101)	9-19
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	<u>6</u>
	TOTAL	31-41*

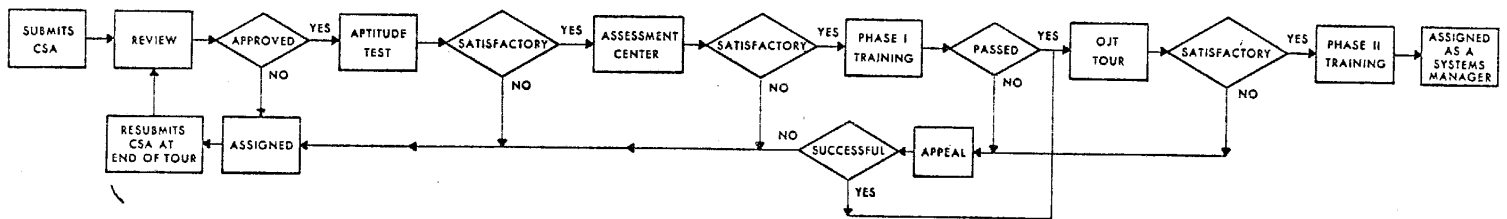
*Depending on requirement for Morse skills-
31 Weeks without Morse
41 Weeks with Morse

APPENDIX C
(Continued)

	<u>COURSE</u>	<u>WEEKS</u>
PANEL N MEMBERS	Basic Operations Course OPS-101	9-19
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	<u>6</u>
	TOTAL	31-41*

*Depending on requirement for Morse skills-
31 Weeks without Morse
41 Weeks with Morse

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SYSTEMS MANAGER CAREER TRACK

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